



IWD Mailroom Kaizen Event Report Out

“Kaizen Commandos”

August 24-28, 2009

The Opportunity

Marty Frederickson

The “Kaizen Commandos” Team

Eddie Sauls



The “Kaizen Commandos” Team

Eddie Sauls

- **Sherman Isaac, Mail room**
- **Matt Bielecki, Mail room**
- **Eddie Sauls, Mail room**
- **Mary Conrath, Customer Svc**
- **Jason Neu, UI Tax**
- **Brent Garrett, UI Service Ctr**
- **Mary Miller, Investigation**
- **Jamie Cook, Labor**
- **Terra Levell, Labor Mkt Info.**
- **Cheryl Killen, Workforce Administration**
- **Carolyn Baumberger, UI Tax**
- **Vanessa Ziegler, UI Appeals**
- **Anne Jackson, Labor**
- **Todd Clausen, Mail Services**
- **Marji Shade, Workers Comp**
- **Aaron Crabb, John Deere Des Moines Works**
- **Dennis Schwartz, Facilitator, IWD Labor Market Info.**
- **Mike Rohlf, Facilitator-DOM**

Scope

Matt Bielecki

- **This event will address the IWD mail process from the time the mail is received by the mailroom to when the mail is picked up by the Post Office, Mail Services, DAS or delivered to IWD divisions.**

Goals

Carolyn Baumberger

1. Reduce amount of return mail by 50% from divisions
2. Reduce the amount of mail received by mail room that is incorrectly marked by 75%
3. Reduce the amount of incorrectly delivered mail by 75%
4. Mail that Mail Services processes for IWD is 99.5% or greater deliverable to the USPS without correction notices



Objectives

Cheryl Killen

1. Standardizing mail receipt process
(proper cost codes, sorted)
2. Consistency in confidential mail
3. Clearer communication between
divisions and mail room
4. Standardize how return envelopes are
handled



Objectives

Marji Shade

5. Standardize addressing
6. Improve delivery procedures
7. Standardizing procedure of returning mail
8. Improve addressing of IWD incoming mail
9. Create documentation of new procedures



Kaizen Methodology

Dennis Schwartz

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Aaron Crabb



Brainstorming

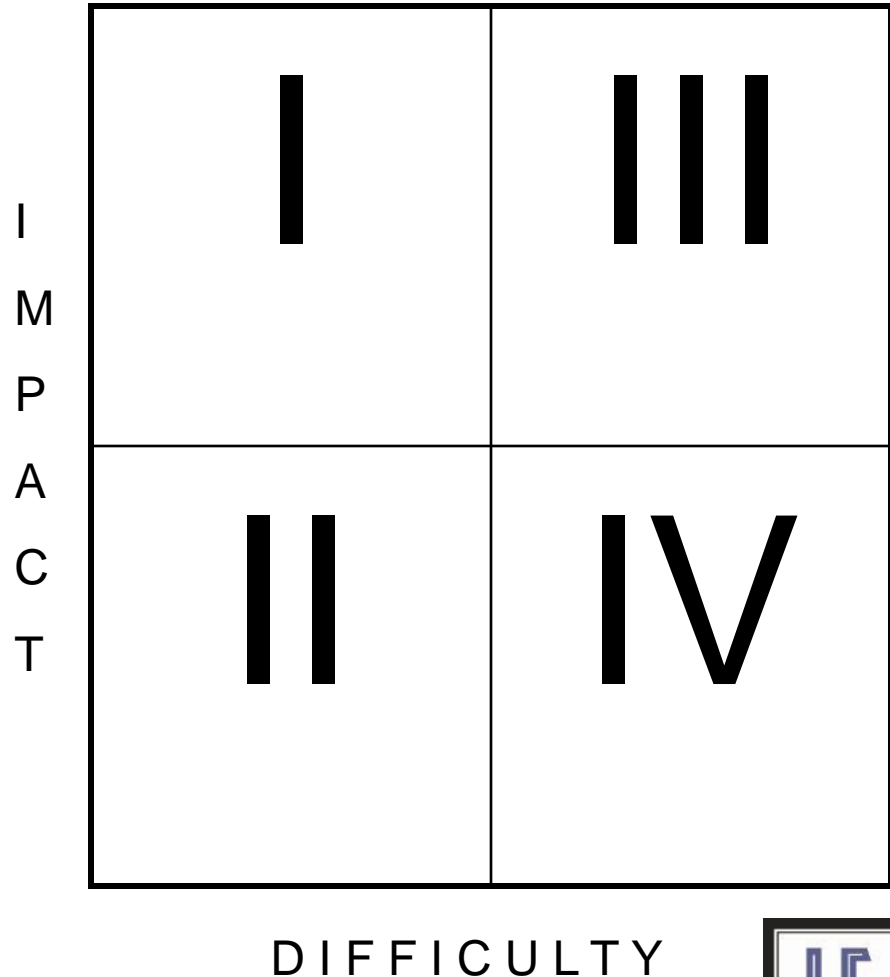
Jason Neu

- Self-serve mail delivery (mail boxes)
- Standardized envelopes
- Clear instructions
- Communicated procedures
- Preventive maintenance
- Division expectations
- Streamlining the process

De-selection Process

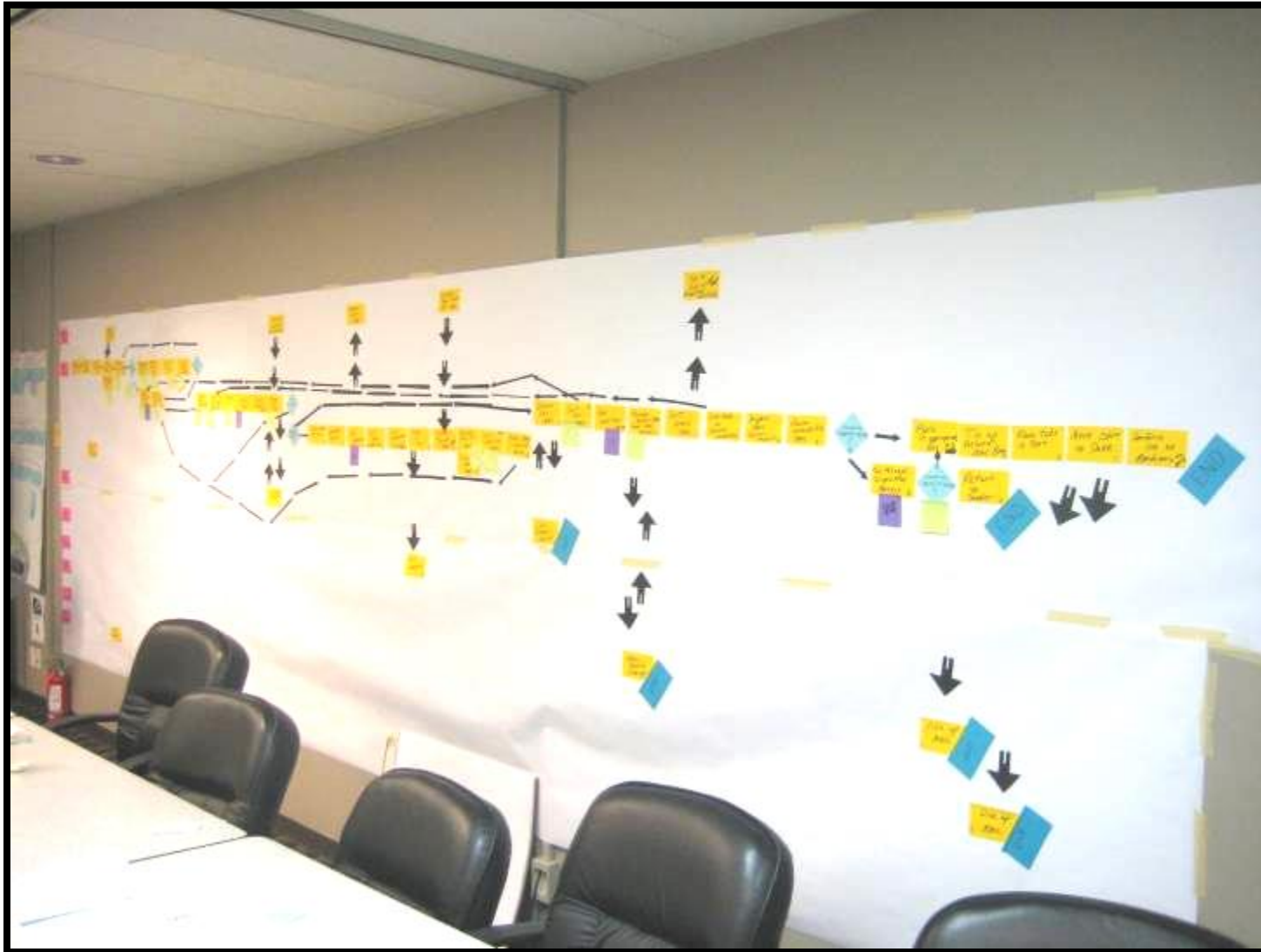
Anne Jackson

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Sherman Isaac



Results

Jamie Cook

| | Current | New | % Change |
|-------------------|------------------------------|------------------------------|-------------------------|
| Total Steps | 71 | 58 | 18.3% |
| Total Delays | 13 | 2 | 85% |
| Delay Time | BC- 5hr WC-2 days 2 hrs | BC- 20 min WC-1 day | BC- 93.3% WC-55.6% |
| Value Added Steps | 4 | 5 | 5.6% to 8.6% |
| Decisions | 10 | 6 | 40% |
| Loop Backs | 20 | 17 | 15% |
| Total Handoffs | 12 | 12 | 0% |
| Lead Time | BC-6hr 8min WC-9hr 48 min | BC-3hr 47min WC-4hr 58min | BC- 38.3% WC-53.4% |



Homework

Vanessa Ziegler

| Item | Item Description | Person Responsible | Due Date |
|------|------------------------------|--------------------|----------|
| 1 | Redesign of space | Eddie | 90 day |
| 1A | Ergonomic review of mailroom | Matt/Aaron | 60 day |
| 2 | Phone list | Vanessa | 8/28 |
| 3 | Forms from DWC | Marji | 8/31 |
| 4 | Forms from Service ctr | Brent | DONE |
| 5 | Forms from I & R | Mary | 8/28 |
| 6 | Forms from Labor | Jamie | 8/31 |
| 7 | Forms from Appeals | Vanessa | 8/31 |
| 8 | Forms from tax | Jason | 8/31 |
| | Forms from Labor Mkt | Terra | 8/31 |



Homework

Brent Garrett

| | | | |
|----|---|---------------|---------|
| 9 | Email on Check pulling & ANDS decisions to all IWD entities | Mary C | 8/28 |
| 10 | “unreadable” matrix-make readable | Anne | 8/31 |
| 11 | “unreadable matrix- id people | Anne | 8/31 |
| 12 | Fine tune “Condition of Doing Business” | Matt | 9/15 |
| | Email condition to Matt | Jason | 8/31 |
| 13 | Backup for key positions/maintenance of cross-training matrix | Eddie/Carolyn | 9/15 |
| 14 | Hold managers accountable to standards | Lis B | Ongoing |
| 15 | Time off matrix | Eddie/Marty | 9/15 |
| 16 | Training matrix | Eddie | 30 day |
| 17 | Written training manual | Sherman | 30 day |
| 18 | Comment box | Matt | 30 day |
| 19 | Post procedures online | Matt | 30 day |



Team Member Experience

Todd Clausen, Mary Conrath, Mary Miller, Jamie Cook



Comments

- Dennis Schwartz, IWD
- Mike Rohlf, DOM

**We welcome your
questions and comments!**

